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DEVELOPMENT OF 4-H COMMUNITY ORGANIZATIONS IN MASSACHUSETTS.

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A 4-H COMMUNITY ORGANIZATION IS DEFINED AS ANY ORGANIZED GROUP WITHIN THE COMLUNITY WHICH ASSUMES THE RESPONSIBILITY FOR, AND THE DIRECTION OF, 4-H CLUB WORK WITHIN THAT COMMUNITY. THE FUNDAMENTAL GUIDING PRINCIPLES AND OBJECTIVES OF THE COUNTY EXTENSION AGENT AND THE VOLUNTEER LAY LEADER IN 4-H COMMUNITY ORGANIZATIONS ARE FORMULATED BY CONSIDERING THE SCOPE AND CHARACTER OF THE 4-H PROGRAM, ITS SOCIAL STRUCTURES, THE PHILOSOPHY OF 4-H CLUB WORK, PRACTICES AND PROCEDURES IN DEVELOPING COMMUNITY YOUTH PROGRAMS, EXPERT OPINION, AND THE ROLE OF PARTICIPANTS IN THE PROGRAM. PROCEDURAL STEPS AND IMPLEMENTATION CRITERIA GIVEN FOR THE ESTABLISHMENT OF A 4-H COMMUNITY ORGANIZATION ARE--SELECTION OF CANDIDATES, PROCEDURES USED IN VISITATION OF PROMISING CANDIDATES, AND THE STRUCTURE OF THE ORGANIZATION AND ITS PROGRAM. DESIGNED AS A GUIDE FOR PROFESSIONAL 4-H EXTENSION WORKERS, THIS PUBLICATION IS NOT TO BE USED BY LAY LEADERS WITHOUT INTERPRETATION AND ASSISTANCE FROM PROFESSIONAL 4-H STAFF. APPENDICES LIST DUTIES AND OBJECTIVES OF MASSACHUSETTS EXTENSION AGENTS, THE FUNCTION OF THE ORGANIZATION, AND A GLOSSARY OF SIGNIFICANT TERMS USED IN THE PUBLICATIONS. (BR)

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UNIVERSITY OF MASSACHUSETTS
AMHERST, MASSACHUSETTS

COLLEGE OF AGRICULTURE
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MUNSON HALL

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To: Extension Workers in 4-H Club Work

Subject: Development of 4-H Community Organizations in Massachusetts - 4-H Extension Circular 152

This publication is designed as a guide for professional 4-H extension workers. It is published in its present form to serve as a working tool for Massachusetts County Extension Agents in 4-H Club Work in their development of sound community organizations supporting informal educational programs for young people. The circular was developed from practical experiences in communities throughout Massachusetts and used as a text at a university seminar on "4-H Community Organization For Youth Workers."

It is not designed for use by lay leaders without intrepretation and assistance from professional staff. Many techniques are useful to county extension workers which may not be immediately applicable for use by lay leaders. However, it is felt with appropriate intrepretation this guide may be used to advantage with key county lay leaders, advisory council chairmen, 4-H organization committee chairmen, or other lay leaders charged with 4-H organizational responsibilities.

Suggestions for improvement are solicited from all those who have occasion to use it.

This guide can best be utilized with the understanding that no two community situations are identical and therefore, the guide can serve as only that, a guide which must be interpreted and adapted by competent professional staff for use in each particular community.

Sincerely yours,

William W. Metcalfe

William W. Metcalfe
Assistant State 4-H Club Leader

WWM/cr

AN EDUCATIONAL SERVICE TO THE PUBLIC CONDUCTED IN COOPERATION WITH THE UNITED STATES DEPARTMENT OF AGRICULTURE AND THE COUNTY EXTENSION SERVICES IN MASSACHUSETTS.

DEVELOPMENT OF 4-H COMMUNITY ORGANIZATIONS IN MASSACHUSETTS

by

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What constitutes an adequate organizational structure for the effective conduct of 4-H Club work on the community[1] level? This question has been the subject of repeated discussions by Cooperative Extension personnel from Aroostook County, Maine, to San Diego County, California.

Many different attempts have been made to develop a satisfactory 4-H community structure with the hope that it could be adapted and used by other communities. Massachusetts has participated in this experimentation over the past twenty years. Presently, there are signs that some aspects of the problem are showing promise of resolution. The Massachusetts plan involves a community-wide group of volunteer lay[2] leaders who sponsor, direct, and promote the 4-H Club Program in the community. The strength of this 4-H Community Organization[3] stems from the genuine concern of its members for the growth and development of the community's young people. For this reason the careful selection of its membership is of vital significance.

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[1] A community is defined as "any definable geographical area where the residents have one or more commanalities".

[2] Lay is defined as "pertaining to anyone who is not a professional Cooperative Extension Service youth worker - usually a resident of the community".

[3] A 4-H Community Organization is defined as "any organized group within the community which assumes the responsibility for, and the direction of, 4-H Club work in the community". This includes organizations with titles such as"4-H Town Committee", "4-H Advisory Council", "4-H Community Advisory Board", etc. Hereafter, it may also be referred to as the "organization".

This paper attempts to define, in practical terms, the fundamental principles[4] and objectives[5] of a 4-H Community Organization. It also hopes to differentiate these principles and objectives from the functions[6] the organization performs. Another specific aim is to make clear those terms necessary to an understanding of the process involved in the development of a 4-H Community Organization. A detailed procedure for establishing a 4-H Community Organization will also be presented.

During the preparation of this paper it became apparent there were two levels of concern, and they must be viewed separately for a clear understanding of the problems involved. One level of concern as seen by the County Extension Agent in 4-H Club Work[7], and the second level as perceived by the volunteer lay leader in the community. Consideration of the problem from two levels makes plain the difficulty of distinguishing action taken by the 4-H Community Organization, based on their own guiding principles, from that based on the principles of the extension agent. The principles and objectives for both groups were developed independently so as to describe more accurately their individual contributions to the 4-H program in the community.

Both sets of broad objectives and guiding principles were formulated independently and separately from a close examination and analysis of:

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[4] A principle is defined as "a fundamental truth on which other qualities depend, and which also can serve as a rule of conduct".

[5] An objective is defined as "an attainable goal, capable of being achieved - the direct result of a desire or need".

[6] A function is defined as "the expected performance or action of an individual or a group".

[7] A County Extension Agent in 4-H Club Work refers to the Cooperative Extension employee who is charged with the overall management for the 4-H Club Program in the county. Hereafter this person may also be referred to as the "Extension Agent".

(1) the scope and character of the 4-H program, (2) its social structures, (3) the philosophy of 4-H club work, (4) practices and procedures in developing community youth programs, (5) expert opinion, and (6) the role of various participants in the 4-H program.[8]

Contrary to some concepts for formulating objectives, a few fundamental principles were developed first, from which evidence of behavior was then classified and critically examined for clues which led to the logical discovery and classification of the broad objectives of each group.

Let's first examine the fundamental principles and objectives of the extension agent. They are closely associated with the 4-H organizational structure developed in any community.

These basic principles relating to 4-H Community Organizations were identified and classified by 4-H extension agents:[9]

GUIDING PRINCIPLES FOR A COUNTY 4-H EXTENSION AGENT

RELATING TO 4-H COMMUNITY ORGANIZATION

A. The basic role of a 4-H extension agent is that of an educator[10]

B. 4-H Club work strives to contribute to the total personal development[11] of young people

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[8] It is important to realize that <u>each</u> extension agent and <u>every</u> 4-H Community Organization must develop his <u>own</u> set of objectives and principles. However, for this paper the author assumed the position of an extension agent and then the part of a lay leader in order to examine the factors involved at both levels.

[9] See Appendix A for a more complete explanation of these principles.

[10] An <u>educator</u> is defined as "one who develops and cultivates an individual, mentally, physically, or morally through a systematic use of the principles and practices of teaching and learning".

[11] <u>Personal development</u> is defined as "having to do with the growth of an individual's character, personality, conduct, or physical abilities".

C. The 4-H extension agent works primarily with, and through, adults

D. The success of a community 4-H program depends essentially on the quality of its volunteer adult leadership

E. Participation in community activities is the responsibility of every adult in the community

F. Complete frankness is important in explaining all aspects of tasks to be performed by 4-H volunteer leaders

G. Volunteer 4-H workers must have a sincere interest in young people and must be willing to devote time to their development.

Based on the broad applications of these guiding principles a set of overall objectives, as related to 4-H Community Organization, was developed by 4-H extension agents.[12]

OBJECTIVES OF A COUNTY 4-H EXTENSION AGENT RELATING TO 4-H COMMUNITY ORGANIZATION

A. To utilize the principles of teaching and learning in developing educational programs for young people

B. To acquire knowledge of the needs[13] and interests of young people for use in designing experiences which will contribute to their mental, social, spiritual, and physical growth

C. To develop a professional competency in working with adults

D. To enlist the highest quality adult volunteers available and insure that their effectiveness is maintained by continued effective leader training

E. To demonstrate, by personal example, the responsibility of every adult to participate in community activities

F. To practice candor in explaining to 4-H volunteers, all important aspects of the tasks to be performed.

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[12] See Appendex B for a separate list of these objectives

[13] A <u>need</u> is defined as "something desired or necessary, which is lacking".

With the objectives and principles of the extension agent clearly in mind, it is appropriate to examine the fundamental principles[14] and objectives[15] which underlie the operation and conduct of a 4-H Community Organization.

GUIDING PRINCIPLES OF A 4-H COMMUNITY ORGANIZATION

A. A favorable atmosphere and an identifiable need for 4-H Club work should be present in the community

B. The 4-H Club program in the community should be in close accord with the objectives of county, state and national 4-H programs

C. 4-H experiences should be aimed at the total personal development of each participant

D. 4-H Club work should be available without interruption to all those young people desiring it

E. Responsibility and direction of the community 4-H program should rest with local residents

F. Volunteer 4-H leadership must be a satisfying and rewarding experience and result in a sense of accomplishment for each participant

G. All 4-H Club leaders should be ex-officio members of the 4-H Community Organization.

These guiding principles describe the atmosphere in which a 4-H Community Organization is formed. Based on these principles the following objectives have been developed:

OBJECTIVES OF A 4-H COMMUNITY ORGANIZATION

A. To identify the leisure time needs and interests of the community's youth

B. To provide a favorable climate for the conduct of 4-H Club work in the community

C. To assume responsibility for the establishment and direction of all 4-H Club work in the community

D. To provide educational opportunities for all community youth desiring them which will contribute to their mental, physical, social, and spiritual growth.

E. To eliminate large fluxuations in 4-H Club membership due to the lack of organized clubs, effective programs, or adult leadership

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[14]See Appendix C for a more complete explanation of these principles

[15]See Appendix D for a separate list of these objectives.

F. To assist all 4-H Club leaders in the performance of their duties

G. To provide for appropriate training of all 4-H Club leaders, according to their needs and experience

It is now germane to develop, in detail, the steps suggested for the establishment of a 4-H Community Organization. The process has been divided into five areas for specific consideration: 1) SELECTION OF THE COMMUNITY, 2) SELECTION OF CANDIDATES FOR ORGANIZATION MEMBERSHIP, 3) VISITATIONS TO PROMISING CANDIDATES, 4) THE FIRST GET-TOGETHER, 5) FOLLOW UP.

I. SELECTION OF THE COMMUNITY

A. What is the need for 4-H Club work in the community?

A need should be identifiable, i. e., in the form of requests for 4-H work, the noticeable lack of other active youth organizations, etc.

B. How much of the town should be served by a 4-H Community Organization?

1. The entire town?

2. A section of town?

3. A particular neighborhood?

4. Several 4-H Community Organizations may be considered if the different neighborhoods or sections of town "act" like separate towns, i. e., where the schools, employment opportunities, business situations, and social structures are quite separate for each neighborhood. If several 4-H Community Organizations are formed within a town, a Council of 4-H Community Organizations might be considered for the entire town, if the situation calls for this type of overall coordination.

C. Establishment of a 4-H Community Organization appears to be easier if:

1. There is no presently organized 4-H Club work in the community.

2. There is no single "over dominant" 4-H leader (s) already established in the community as "Mrs. 4-H".

3. There are few pronounced factional divisions or groups, that is geographical, nationality, ethnic, etc.

II. SELECTION OF CANDIDATES

A. Consultation with key community personnel.

Consult informally and confidentially with key community personnel (that is, personal friends, school superintendent, minister, extension service trustee, etc.) in order to determine the best candidates for the 4-H Community Organization. It is imperative to obtain the services of the best qualified adults in the community. It may be better to delay an invitation in order to obtain an effective community leader, than to enlist someone easily, who may be less busy but equally less effective.

Consult with several key community personnel so that each of their suggestions may be compared, and the most promising candidates identified.

B. Distribution of membership.

Consider carefully the various segments of the community. Give consideration to (1) geographic, (2) organizational, (3) occupational, (4) religious, (5) sex, and (6) age factors in selecting candidates.

C. Development of a master list of promising candidates.

Refine the best suggestions into a "Master List" of the most promising twelve to fifteen candidates. This list should be the result of "cross checking" with several key community personnel, plus a personal appraisal of the candidates by the extension agent.

D. Plan visits to most promising candidates.

Personal visits to candidates and "on the scene" assessments will assist greatly in making valid selections. Informal visits seem appropriate for many calls; however, call ahead for an appointment if the situation indicates.

III. VISITATION TO PROMISING CANDIDATES

A Explanation of Objectives for a 4-H Community Organization.

Explain carefully the broad objectives of an organization in the community. Following formal establishment, each organization will determine its own specific objectives as they apply to its own community.

1. To identify the leisure time[16] needs and interests of community's youth.

2. To promote a favorable climate for the conduct of 4-H Club work in the community.

3. To assume responsibility for the establishment and direction of all 4-H Club work in the community.

4. To provide educational opportunities for all community youth desiring them which will contribute to their mental, physical, social, and spiritual growth.

5. To eliminate large fluxuations in 4-H Club membership due to lack of organized clubs, effective programs, or adult leadership.

6. To assist all 4-H Club leaders in the performance of their duties.

7. To provide for appropriate training of all 4-H Club leaders, according to their needs and experience.

B. Expectations of 4-H Community Organization members.

Explain how much time will be required. Be frank. Let each candidate know what is expected of him and what he can expect in return from 4-H leaders as well as from the county and state personnel.

C. Preliminary appraisal of candidates.

A tentative appraisal should be made as to the suitability of each candidate to serve on the 4-H Community Organization. Suggested criteria for considering a candidate's suitability:

1. Does this person exhibit a genuine interest in young people and a real concern for providing educational opportunities for them.

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[16] "Leisure time" is defined as "the normal out of school time including that used for pleasure, part time employment, or in preparation for full time employment".

2. Is this person willing to give the time necessary to do the job well?

D. Extension of tentative invitation to attend first get-together:

If it is felt the candidate is really interested, and willing to devote the time, it is suggested an invitation to participate in the first get-together be extended in the following manner:

"Would you be interested in attending a meeting to consider the establishment of a 4-H Community Organization in this town?"

By asking if the person is interested in attending the first get-together, flexibility is provided in extending a final invitation to serve as a member of the organization. Better qualified candidates may be located later or difficulties encountered concerning already invited candidates to serve effectively.

Adults who "volunteer" with "strings attached" place the organization in a disadvantageous position. Under these circumstances, a tactful suggestion that their services might be used in a different capacity may be indicated. Also, if a 4-H Community Organization is not functioning within a reasonable length of time, a tentative invitation is less apt to discourage promising candidates from continuing their interest in 4-H leadership at a later date.

If there is any real question as to interest or willingness of any candidate, it may be better not to extend an invitation to the candidate in question. Save the invitation for someone who can contribute more effectively to the 4-H program. Be courteous, but suggest there might be an advantage in a contact in the future when the individual's situation may be different.

E. Arrangements for the first get-together.

During the visitation process it is necessary to find an appropriate location for the first get-together. This first meeting may be effectively held in someone's home under an informal atmosphere. However, care should be taken not to have the meeting in a home which will create problems within the community.

As visits are made, suggestions as to possible dates for the first get-together may be made to promising candidates. If and when an invitation is received to meet in a suitable location, consider the best date for all candidates. Be sure to notify all those to whom invitations were extended. Confirm their invitation as definite, and inform them of the date, time, and location of the first meeting.

F. Continuation of visits to promising candidates.

Continue visiting prospective candidates until invitations have been issued to and accepted by up to ten promising volunteers. This should provide sufficient participants for a successful first get-together and a nucleus for a permanent 4-H Community Organization.

IV. THE FIRST GET-TOGETHER

A. Orientation.

1. Reiteration of reasons for establishment of a Community 4-H Organization in the town.

   Explain again the Objectives of a 4-H Community Organization. (See Page 5 for list of objectives.) It is important to distinguish between "objectives" and "functions" of a 4-H organization. A "function" describes how the organization operates, while an "objective" refers to its goals and aims.

2. Explanation of relationship to Club Leaders.

   Be sure to make plain the need for all leaders to be ex-officio (that is, "by the virtue of their office") members of the 4-H Community Organizations. Because of each leaders unique contribution, close liaison must be maintained between 4-H Club leaders and the 4-H Community Organization. It is imperative that Club leaders and non-leader members of the 4-H Community Organization understand that neither group is being superimposed upon the other. There should be no conflict of interest between the job of a 4-H leader and a non-leader member of the 4-H Community Organization.

3. Need for regular meetings.

   Stress the need for regular meetings of a 4-H Community Organization. It is important the organization meet according to a regular pattern dependent on the dynamic needs of the community, rather than the memory of the chairman. The average number of meetings varies from four times per year in less active towns to eight or ten times per year in communities with more active programs.

B. Explanation of the Functions of a 4-H Community Organization.

1. Conducting continuing inquiry into the leisure time activities, interests, and desires of the community's youth.

2. Structuring an educational program which will consider the needs of young people in the community.

(See page 14, IV-E-2 --"Determination of Young People's Needs" for specific suggestions.)

3. Organizing sufficient 4-H Clubs for all community youth desiring participation.

4. Enlisting and providing training for adult volunteer leaders for all organized 4-H Clubs.

5. Providing assistance to all 4-H leaders by:

    a. Locating resource personnel

    b. Locating sources of material aid, i. e., meeting sites, tools, equipment, etc.

    c. Locating and providing transportation to:

        club meetings, community activities, tours, camp, exhibits, fairs, leader meetings, etc.

    d. Assuming responsibility for community 4-H financial matters, i. e., scholarships to camp, club and project supplies, collections, drives, etc.

6. Initiating and coordinating community-wide 4-H activities which supplement the opportunities provided 4-H members by their club leaders, including:

    a. Community-wide 4-H achievement programs

    b. Community-wide special interest speakers

    c. Community-wide celebrations, outings, parades, etc.

7. Promoting and coordinating the use of 4-H members in performing significant community service for the community.

8. Promoting public understanding of the community's 4-H program - its objectives, needs, and accomplishments, through the use of appropriate communications media.

9. Recognizing significant achievements of deserving participants, by conducting special recognition programs, providing exhibit opportunities, judging records, presenting special awards, etc.

C. Summarization of the job to be done.

1. Time for questions.

    It is important that time be allowed for questions about any of the objectives, functions, or important procedures already explained.

2. Determination of continued interest.

    There appears to be value in determining the continued interest of the candidates in serving as permanent members of the Community 4-H Organization. Chance for success of the group can be enhanced by continuation of the careful selection process initiated in candidate's selection. A renewed personal and public commitment from each person insures an understanding of their responsibilities

and also reassures the other organization members of each candidates dedication to the job. If favorable responses are received from a majority of those present, actual organization of the group can begin.

D. Organization of the group.

1. Election of officers.

A chairman, vice-chairman, and secretary (treasurer, if needed) should be elected. Other offices can be filled by executive appointment as needed; i. e., publicity chairman, leadership coordinator, transportation chairman, etc.

2. Plans for publicity.

a. Public reporting of the establishment of a 4-H Community Organization will serve as an official announcement to the community of the existence of a new group devoted exclusively to the 4-H concerns of the community's youth.

b. If there have been any previous unfavorable situations relating to 4-H Club work in the community, the public announcement will serve to let the community know of the program's "new management".

c. The event can be reported effectively by appropriate photographs or at least a well planned written notice for the local appropriate news media.

d. Careful consideration should be given to the appropriate timing of the public announcement of this new organization so as to be of maximum value to the community's 4-H program. The attitudes of any existing 4-H Club leaders in the community may be important to consider.

E. Continuing Operation of the 4-H Community Organization

1. Utilization of the needs of the community's youth

Because the needs of the community's youth will be a major resource in determining the extent and direction of the community 4-H program, it is important to understand how these needs may be identified. They may already be known or may have to be determined.

2. Determination of young people's needs.

a. Formal survey.

A formal survey may be made of the community's young people or any subdivision of this group, to determine their present leisure time activities, interests in 4-H Club work and desires for 4-H membership. Where appropriate the school system provides an excellent vehicle for this determination.

b. Informal determination.

Organization members may obtain information informally from neighbors, friends, parents, etc.

c. Discussion with community leaders.

Youths' needs may be ascertained from informal talks with community youth leaders, teachers, ministers, or social workers.

d. Community meetings.

Community-wide or sectional meetings may also be used to determine young people's interests and needs.

e. Communications media

Newspapers, radio, television, and local organizational publications may be utilized to determine needs of the community's young people.

f. Community records.

Census reports, previous community surveys, and existing youth organizations may already have much of the information desired.

3. Plan carefully for the appropriate type of 4-H Clubs to be organized.

Using the needs of the community's youth as a basis for the direction and extent of the 4-H program, an explanation should be made of the structure of the two basic types of 4-H Clubs presently found in Massachusetts:

a. 4-H Community Club - an organized 4-H Club which includes all members in a geographical area, usually without regard to sex, project interest, age level, or 4-H experience. This type of Club usually has several sub-divisions with appropriate leadership within it which deal specifically with the problems of specific projects, age and experience.

b. 4-H Project Club - an organized 4-H Club which is centered around one or more associated project interests, sexes, ages or experiences, and in many cases without regard to geographical boundaries.

4. Location of Club leaders for desired 4-H Clubs.

a. Development of prospective leader list.

A list of prospective Club leaders should be developed for each <u>type</u> and <u>location</u> of club planned. Present or prospective 4-H members and their parents may make valuable contributions to this list. The 4-H Community Organization should maintain an up-to-date list of leaders present and potential for future reference and use.

b. Assignment of personnel for initial contacts with the new leaders.

Specific assignment of local individuals to contact <u>each</u> prospect leader, <u>personally</u>, should be made by the orgranization chairman. These assignments are usually divided among the members of the 4-H Community Organization, but in some cases there is value in assigning the task of contacting prospective leaders to active 4-H Club leaders or 4-H members. The <u>importance</u> and <u>value</u> of initial contacts by members of the local community should be stressed.

c. Suggestions for effective initial contacts with prospective leaders.

It is especially helpful for those individuals making initial contacts with prospective leaders, to use <u>two</u> general criteria, in addition to the leader's knowledge of a special subject matter area, in appraising leaders suitability and in extending invitations to them to become 4-H leaders.

1) A sincere <u>interest</u> in young people

2) A <u>willingness</u> to devote time to their development

It is also essential that 4-H Community Organization members develop a genuine interest in obtaining the most dedicated, highest quality, Club leaders available. This can encourage a sincere belief on the part of new leaders that 4-H Club work offers an opportunity for a significant contribution to the development of the community's youth. This should help to eliminate any need to "plead" with prospective leaders for their participation. Many volunteers "enlisted under pressure" prove to be ineffective.

V. FOLLOW UP

A. Development of a reporting system with the 4-H Community Organization

It is important that the chairman of the 4-H Community Organization develop an appropriate reporting system to keep himself and members of the organization informed of the progress of initial contacts with prospective leaders as well as future routine business of the group.

B. Prompt follow up with new leaders desired.

It is essential that a prompt follow-up take place with new 4-H leaders, after their initial contact by 4-H organization members. This should be to fully explain their new job and to assist them in the organization of their 4-H club. This follow-up with leaders can be done effectively by "key leaders", special project advisors, community organization leadership coordinators, or county extension agents.

C. Importance of continued contact with 4-H Community Organization Chairman by Extension Agent.

Close contact with the community 4-H program, by the 4-H Extension agent, should be maintained through the 4-H Community Organization chairman. The chairman should become the Extension agent's main contact in the community.

D. Prompt acquaintance with total 4-H program helpful to new volunteers.

All new volunteers, leaders, and organization members should be acquainted with the total 4-H program as soon as possible. All new volunteers should be placed on mailing lists for applicable publications i. e., monthly news letters, Leaders Digests, training notes, 4-H newspapers, program announcements, camp folders, etc.

E. Training essential for all volunteers.

All volunteer workers - club leaders, 4-H Community Organization members, 4-H junior leaders[17] should participate regularly in leader training activities. For new leaders and organization members, leader training is especially crucial. When new leaders are contacted, initially, it is essential to explain the continuing need for leader training, as part of the total job of a 4-H leader.

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[17] A junior leader is a 4-H Club member, at least fourteen years of age, who holds a leadership responsibility in his club or community. In most cases this leadership role is assumed under the supervision of an adult leader.

F. Development of confidence in 4-H Community Organization.

4-H community organization chairmen should be encouraged to develop a sound healthy organization which can operate without the 4-H Extension agent to lean on. If the chairman lacks confidence about his job, the agent may find it helpful to "brief" and "debrief" him before and after 4-H organization meetings. The chairman should be encouraged to conduct programs and make decisions which are consistent with established 4-H policies as soon as possible in order to establish a vigorous and dynamic 4-H program in the community.

G. Encouragement of leadership roles for non-club leader volunteers.

Encourage non-club leader members of the 4-H Community Organization to assume the major roles of community 4-H leadership responsibility. Every 4-H Club leader has a complete job performing the tasks associated with his own 4-H club.

Appendix A

FUNDAMENTAL PRINCIPLES UNDERLYING THE PERFORMANCE OF A MASSACHUSETTS COUNTY EXTENSION AGENT IN 4-H CLUB WORK AS RELATED TO 4-H COMMUNITY ORGANIZATION

A. The basic role of a county extension agent in 4-H Club work is that of an educator. This implies being more than an arranger, organizer, administrator, or teacher. It requires the systematic use of the principles and practices of learning and teaching in the cultivation and development of young people.

B. 4-H Club work strives to contribute to the total personal development of young people. In attempting to influence the development of character, personality, and conduct, the techniques and devices used are important only in so far as they contribute to the individual's overall personal development.

C. A county extension agent in 4-H Club work works primarily with and through adults. 4-H Club work can only be provided to the large number of young people desiring it, and for whom it is designed, through the use of volunteer adults assuming leadership responsibilities in the community.

D. The success of a community 4-H program depends essentially on the quality of the volunteer adult leadership. It is imperative to secure the services of the best qualified adults in the community for each position to be filled.

E. Participation in community activities is the responsibility of every adult in the community. A sincere belief that 4-H Club work offers an opportunity for a significant contribution to the development of the community's youth, eliminates the need to "plead" with prospective volunteers for their participation. Many adults enlisted under conditions of pressure, prove ineffective, and in the long run detrimental to the program.

F. Complete candor is important in explaining all aspects of tasks to be performed by volunteers. Care should be exercised that volunteers understand the complete responsibilities of any job to be accomplished.

G. Adult volunteers, who work with young people, must have a sincere interest in youth and a willingness to devote time to their development. Without these two qualities, the volunteer's performance tends to be ineffective and of short duration.

Appendix B

BROAD OBJECTIVES

OF A

MASSACHUSETTS COUNTY EXTENSION AGENT IN 4-H CLUB WORK

AS RELATED TO

4-H COMMUNITY ORGANIZATION

A. To utilize the principles of teaching and learning in developing educational programs for young people.

B. To acquire knowledge of the needs and interests of young people for use in designing experiences which will contribute to their mental, social, spiritual, and physical growth.

C. To develop a professional competency in working with adults.

D. To enlist the highest caliber of adult volunteers available and insure that their effectiveness is maintained by continued effective leader training.

E. To demonstrate, by personal example, the responsibility of every adult to participate in community activities.

F. To practice candor in explaining to 4-H volunteers all important aspects of the tasks to be performed.

Appendix C

FUNDAMENTAL PRINCIPLES
UNDERLYING THE OPERATION
OF A
4-H COMMUNITY ORGANIZATION
IN
MASSACHUSETTS

A. A favorable atmosphere and an identifiable need should be present in the community for the establishment and development of an effective 4-H Club program.

B. The 4-H Club program developed in the community should be in close accord with the broad educational objectives of the county, state and national 4-H programs.

C. 4-H Club experiences should be aimed at the total personal development of each individual participant.

D. 4-H Club work should be available without interruption to all young people in the community desiring it.

E. Responsibility and direction of the community 4-H program should be exercised by the residents of the community.

F. The experience of serving as a volunteer leader must be satisfying and rewarding, and result in a sense of accomplishment for each participant.

G. All 4-H Club leaders should be ex-officio members of the 4-H Community Organization.

Appendix D

BROAD OBJECTIVES
OF A
4-H COMMUNITY ORGANIZATION
IN
MASSACHUSETTS

A. To identify the leisure time needs and interests of the community's youth.

B. To provide a favorable climate for the conduct of 4-H Club work in the community.

C. To assume responsibility for the establishment and direction of all 4-H Club work in the community.

D. To provide educational opportunities for all community youth desiring them which will contribute to their mental, physical, social, and spiritual growth.

E. To eliminate large fluxuations in 4-H Club membership due to the lack of organized clubs, effective programs, or adult leadership.

F. To assist all 4-H Club leaders in the performance of their duties.

G. To provide for appropriate training of all 4-H Club leaders, according to their needs and experience.

Appendix E

FUNCTIONS
OF A
4-H COMMUNITY ORGANIZATION
IN
MASSACHUSETTS

1. Conducting continuing inquiry into the leisure time activities, interests, and desires of the community's youth.

2. Structuring an educational program which will consider the interests and desires of the community's young people.

3. Organizing sufficient 4-H Clubs for all community youth desiring to participate in 4-H work.

4. Enlisting and providing training for adult volunteer leaders to lead all 4-H Clubs organized.

5. Providing assistance to all 4-H leaders by:

    a. Locating resource personnel

    b. Locating sources of material aid, i. e., meeting sites, tools, equipment, etc.

    c. Locating and providing transportation to:
        Club meetings, community activities, tours, fairs, camp, exhibits, leader meetings, etc.

    d. Assuming responsibility for community 4-H financial matters, i. e., scholarships to camp, club and project supplies, collections, drives, etc.

6. Initiating and coordinating community-wide 4-H activities which will supplement the opportunity provided 4-H members by their leaders including:

    a. Community wide 4-H achievement programs.

    b. Community wide special interest speakers.

    c. Community wide celebrations, outings, parades, etc.

7. Promoting and coordinating the use of 4-H members in performing significant community service for the community.

Appendix E

8. Promoting public understanding of the community's 4-H program - its objectives, needs, and accomplishments through the use of appropriate communications media.

9. Recognizing significant achievement of desiring participants, by conducting special achievement programs, providing exhibit opportunities, judging records, presenting special awards, etc.

Appendix F

A GLOSSARY OF SIGNIFICANT TERMS

An Educator: One who develops and cultivates an individual, mentally physically, or morally through a systematic use of the principles and practices of teaching and learning.

A Principle: A fundamental truth on which other qualities depend and which also can serve as a rule of conduct.

An Objective: An attainable goal, capable of being achieved. The direct result of a desire or need.

A Function: The expected performance or action of an individual or group.

A Need: Something desired or necessary which is lacking.

A Community: Any definable geographical area where the residents have one or more commonalities.

A 4-H Community Organization: Any organized group within the community which assumes the responsibility for and direction of the 4-H Club work in the community. This includes organizations with titles such as "4-H Town Committee", "4-H Advisory Council", "4-H Community Advisory Board", etc.

Leisure Time: The normal out-of-school time, including that used for pleasure, part time employment, or in prepration for full time employment.

Lay: Pertaining to anyone who is not a professional Cooperative Extension Service youth worker, usually a resident of the community.

Personal Development: Having to do with the growth of an individual's character, personality, conduct, or physical abilities.